

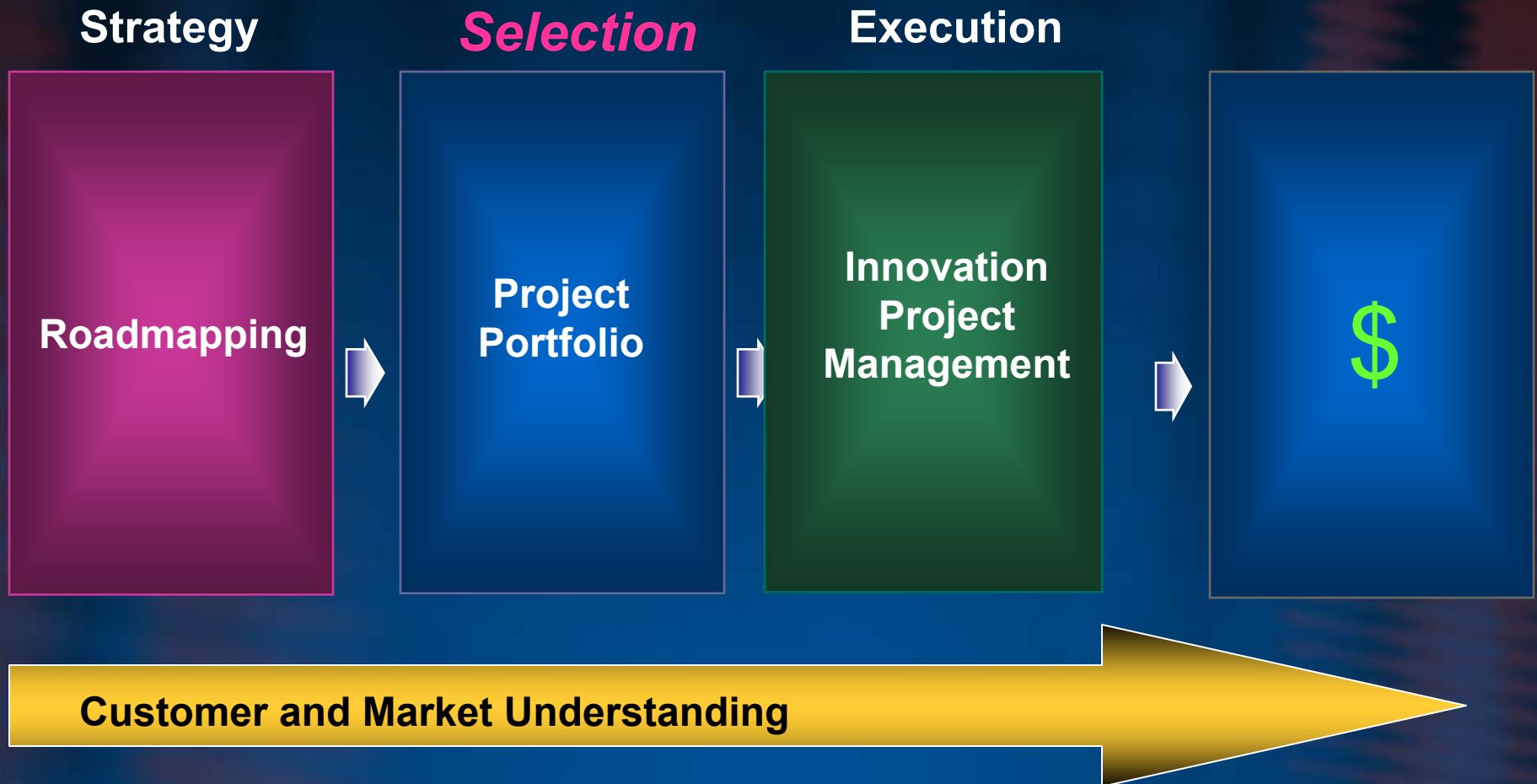
Portfolio Selection and Rapid Response

June VCAT Meeting

D. B. Keck

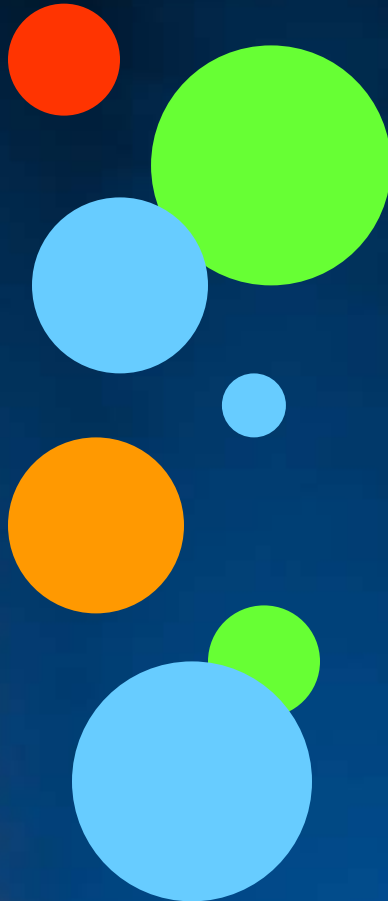
June 14-15, 2005

....Three Parts of Innovation

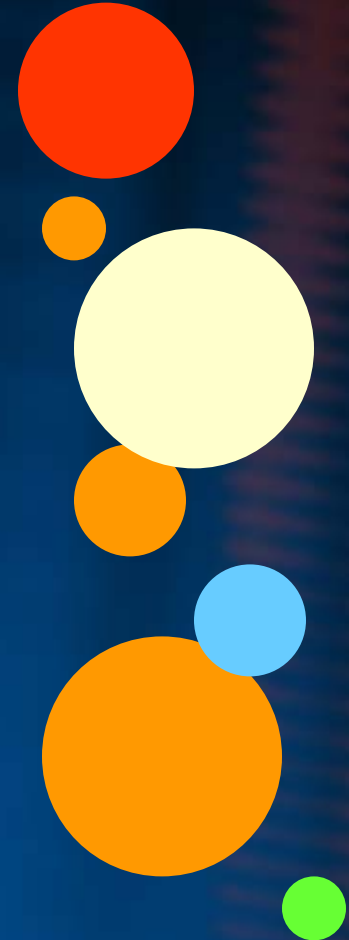


.....So You Have an R&D Portfolio.....

- Project A
- Project B
- Project C
- Project D
- Project E
- Project F
- Project G



- Project H
- Project I
- Project J
- Project K
- Project L
- Project M
- Project N



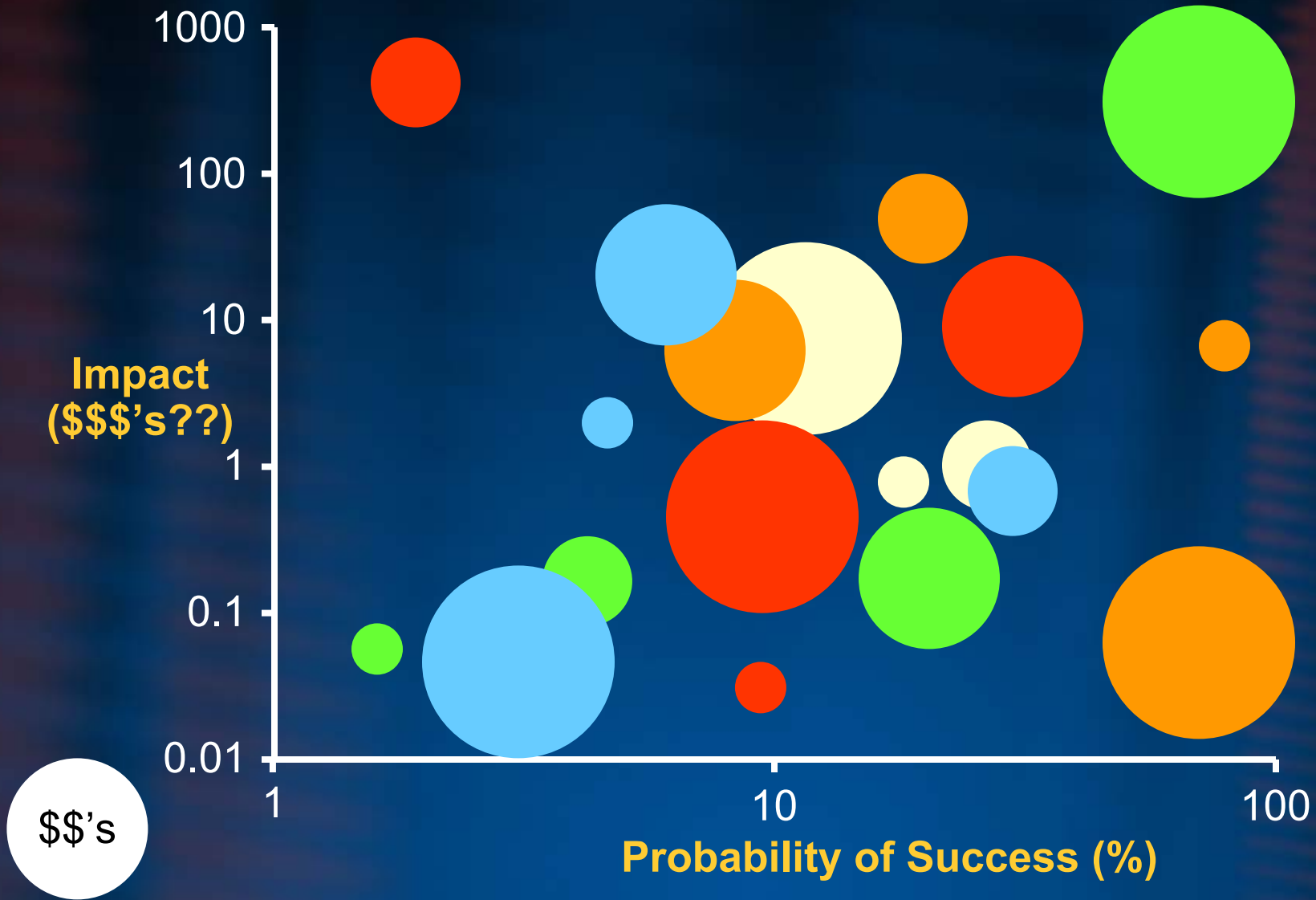
....Decision Time

You Haven't Made

a Decision Until You've Said

What You'll Pay For It!

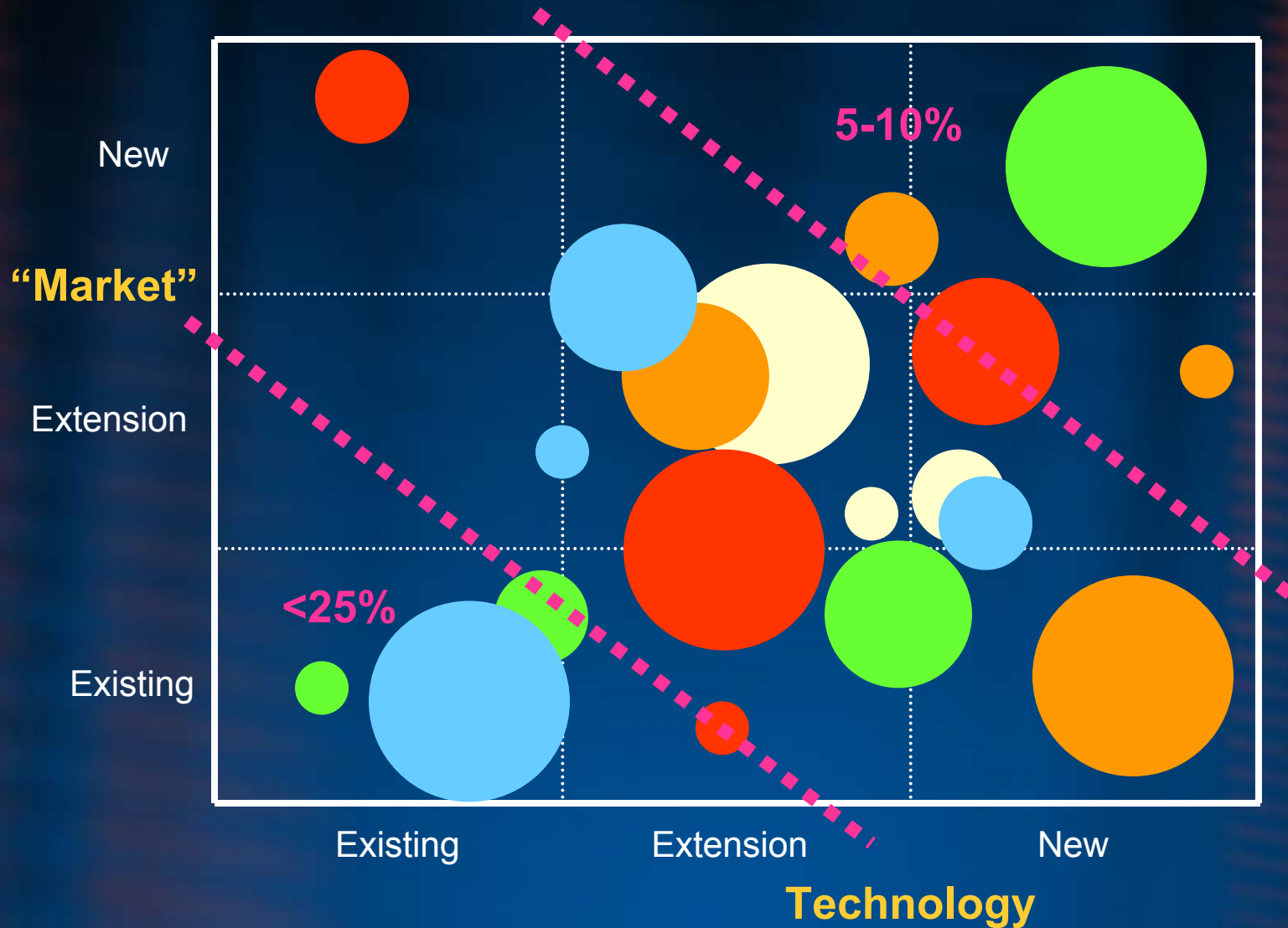
.....Judge the Risk vs Reward



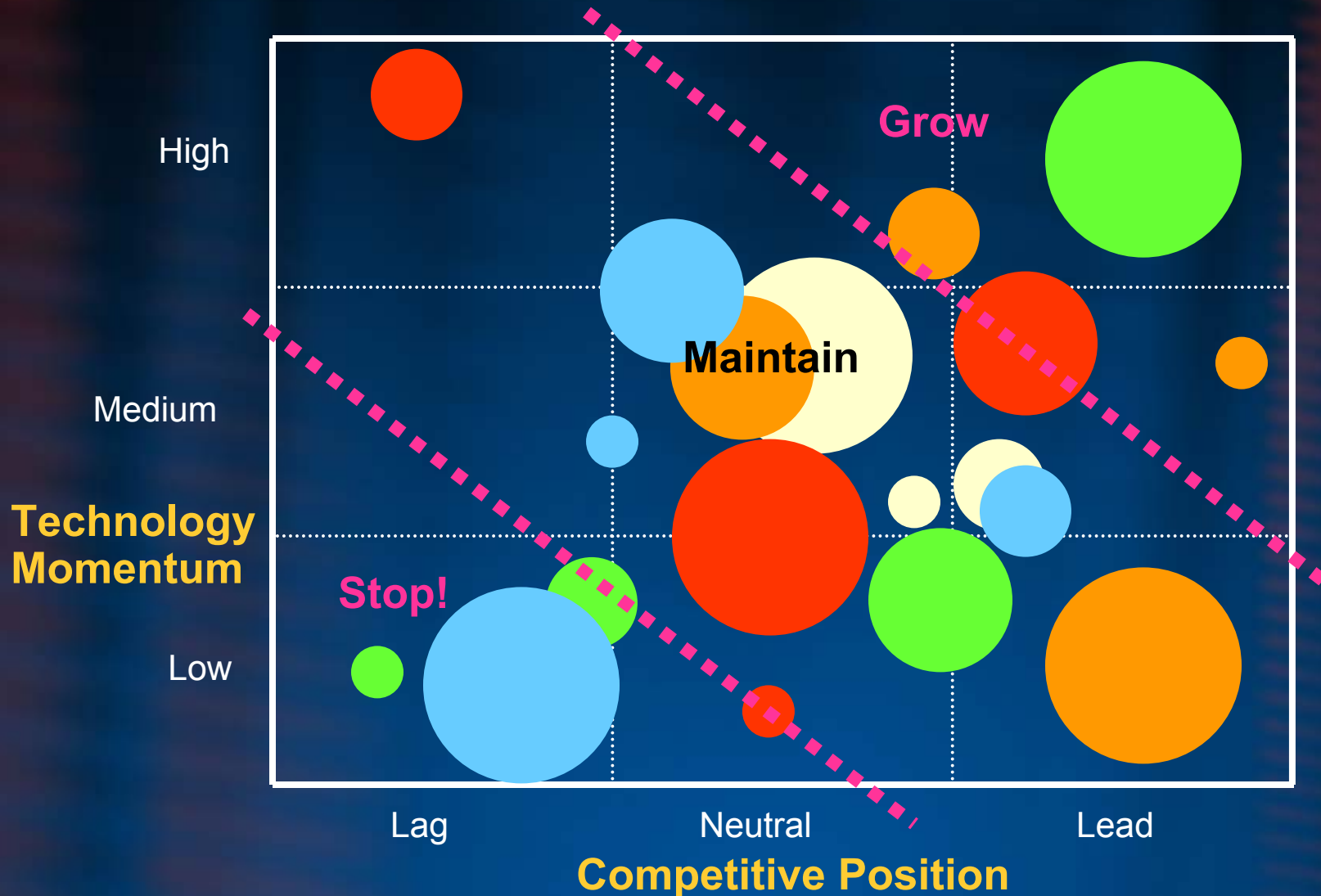
.....NIH is Harder for the “User”

“Market”	New	<i>Hard Sell</i>		<i>Very High Risk</i>
	Extension			
	Existing	<i>Limited Growth</i>		<i>Good Sell</i>
		Existing	Extension	New
		Technology		

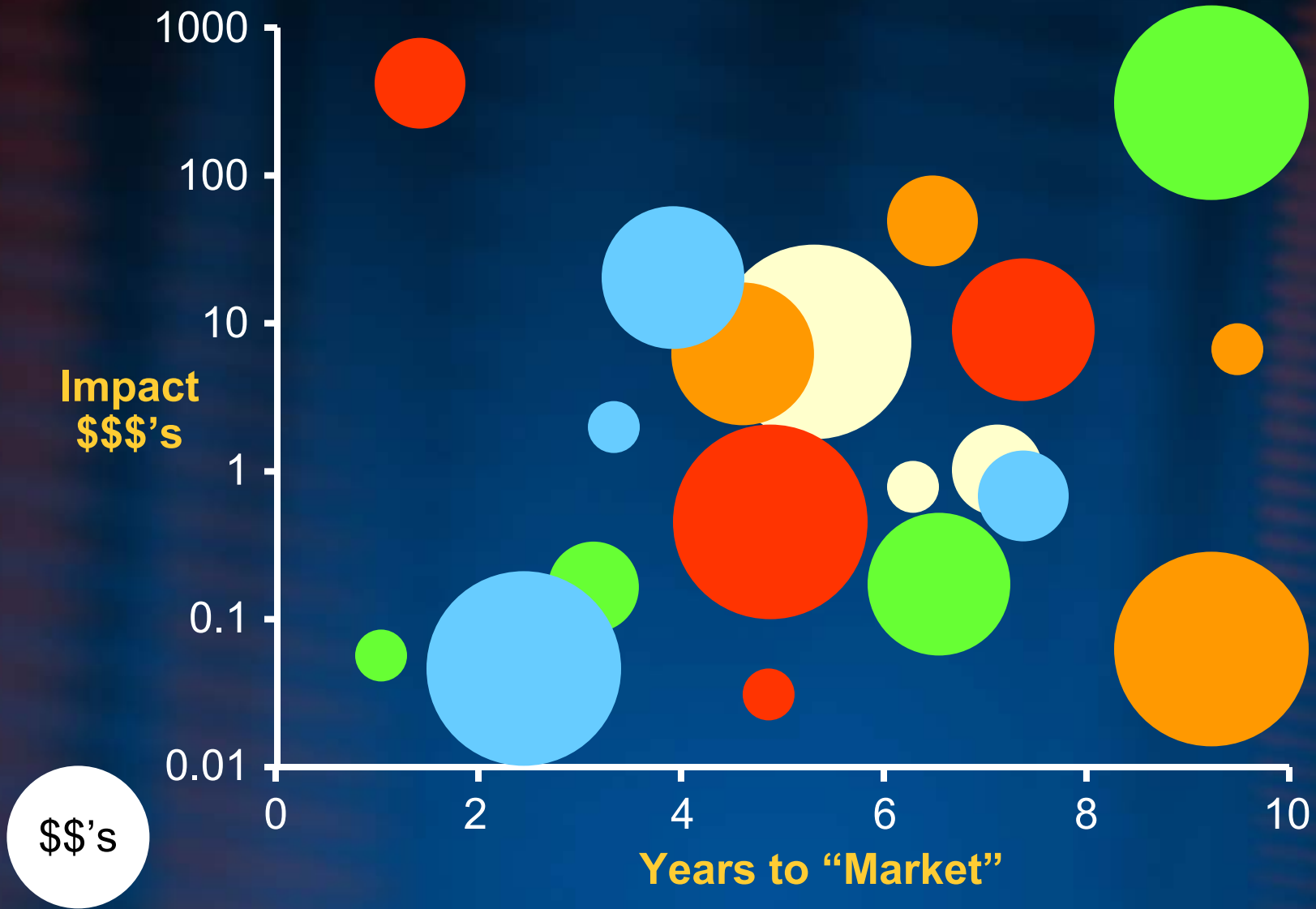
....Really “New” is Risky



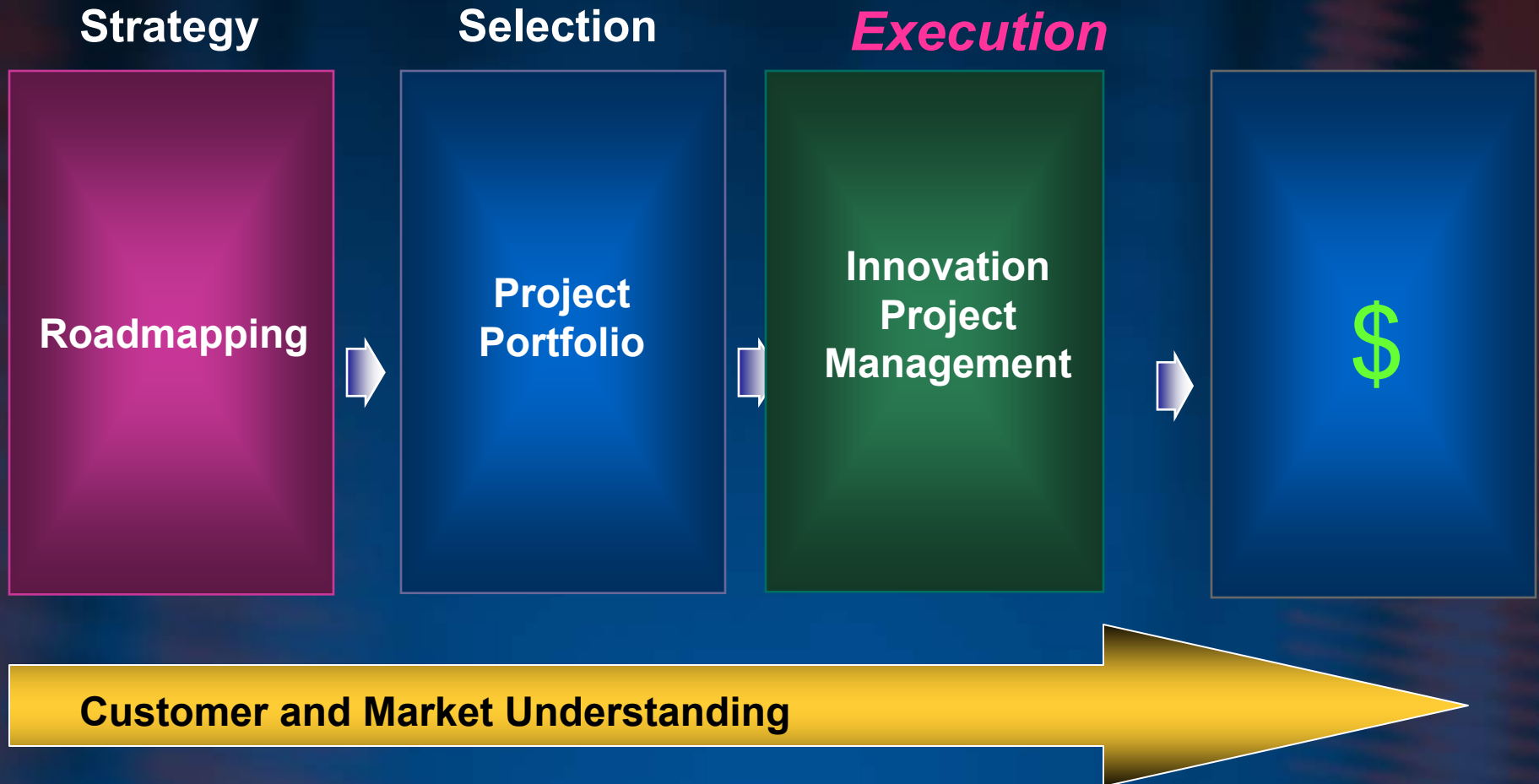
....Take Your “Honest” Pills



....Have a Continuous Flow



....So What Do I Do Monday Morning?



....Organize for Different Project Types

← \$\$\$ and people →

↑
\$\$\$
↓

	Core Comp's	Dept A	Dept B	Dept C	Dept D	Dept E
Projects		Proj a Proj b Proj c . .	Proj a Proj b Proj c . .	Proj a Proj b Proj c . .	Proj a Proj b Proj c . .	Proj a Proj b Proj c . .
Director Major's	Proj A					
	Proj B					
	Proj C					
Director RpdRes	Proj X					

....And of Course Measure!

*....No element of human endeavor progresses
faster than we can measure*

**All projects should have a metric
against which to assess progress!**